

WORKFORCE PLANNING GUIDE

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Created by OMES–HCM Workforce Planning

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OKLAHOMA
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& Enterprise Services

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Getting Started

Many organizations recognize the need to be strategic in addressing workforce issues; however, it can be challenging to get started. Organizations looking to start a strategic workforce planning (WFP) process for the first time may find it overwhelming. There is a ton of information to sort through and varying models to follow. It is hard to know which model and what information is useful. Even organizations that have an existing WFP process can have many questions about their process and keeping current. Typical questions are centered on what exactly is workforce force planning and how do agencies perform it effectively with confidence?

This guide was created to help agencies be confident in starting the process. It allows agencies to start taking action right now and the exercises in this guide will deliver all the information needed to complete a workforce plan detailing specific actionable objectives, timelines, resources, accountabilities and measures to track success.

What is the purpose of this guide?

To provide an easy-to-use framework to aid users through the workforce planning process. After completing this guide, the end result will be a workforce plan ready for strategic decision making and an increased knowledge of strategic WFP.

How should this guide be used?

This guide is designed to learn as you go. It should be used to learn about overall WPF concepts and theory as exercises are performed.

How is this guide structured?

The guide is a progression of theory and practical exercises. The guide should be followed step by step through the six sections. Each step has a series of learning points, exercises, and tasks to complete before progressing to the next step.

Getting Started



When agency leadership teams identify challenges facing their agencies, they see many of the same issues. Many can be solved with the help of WFP. If WFP is not familiar to an organization, then it needs to be. The most important workforce issues to state and local governments are identified as:

1. Recruitment/retention of qualified personnel with needed skills for public service.
2. Staff development.
3. Leadership development.
4. Workforce succession planning.
5. Retaining staff needed for core services.

Other issues are related to employee morale and engagement, competitive compensation packages, reducing benefit costs, managing the workforce without new hiring, addressing overall turnover, perception about government workers, and internship recruitment, as well as agency culture. Each of these issues can be addressed using workforce strategies. If WFP is unfamiliar, it is time to get acquainted.

State governments can face unique challenges related to constrained budgets, limitation on tools and resources and additional legislative requirements relate to business functions and processes. These constraints as well as typical workforce issues, such as resignation and retirement turnover, training and development gaps and employee engagement, can challenge how effective and successful state agencies are at achieving their missions.

The workforce planning process and associated talent strategies can greatly impact an organization's overall performance. The process provides the organization's leadership with a methodology to assess the current workforce and determine future talent needs. This provides a roadmap for the organization to follow and navigate around roadblocks (constraints) to ensure its talent is effective at achieving the agency's objectives.

The Workforce Planning Overview

What is workforce planning (WFP)?

If [workforce planning](#) is not familiar to agency leaders then it needs to be. It is a systematic process used by an agency to align its talent, strategy and solutions with its vision, mission, and goals.

Why is the WFP process important?

The WFP process identifies potential threats and opportunities to the agency's livelihood so it can take action to ensure it can keep producing healthy results.

How is the WFP process done?

The WFP process is accomplished routinely by performing a 6-step process specifically designed to be recorded in a workforce plan document.

Who directs the WFP process?

The workforce planning process should be supported by the agency's leadership team directed by a strategic HR or HR analytics role.

What is a workforce plan document?

It is a document that provides a snapshot of the workforce. It addresses current hot topic issues influencing agency success, future outlooks and strategies with actionable plans that include detailed steps with [S.M.A.R.T goals](#) and measures for success.

Who creates the workforce plan?

The workforce plan should be carried out by an agency role responsible for workforce business intelligence or HR analytics.

How is the workforce plan created?

The workforce plan can be created by following the six steps in this guide.

What are the benefits of a workforce plan?

It provides...

- A clear view of the current workforce.
- An understanding of the work culture.
- A definitive analysis of talent needs.
- Workforce goals.
- A proactive approach to mitigating workforce risks.
- Solutions to important workforce issues.
- Measurements to review and track the agency's progress and success.

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The Workforce Planning Overview

What help can be expected from the Office of Management and Enterprise Services Human Capital Management Division related to my agency's WFP process?

OMES-HCM is available for consultation and guidance throughout the process. Assistance can be provided in gathering data for the profile analysis. The OMES-HCM workforce planning team can also facilitate workforce planning training, exercises and merit rule/policy navigation.

What actions will my agency need to take to perform the WFP process?

First, commit to learning about the WFP process and ensure your agency leadership supports conducting WFP routinely. Having agency leadership support is key to success. Second, your agency should systematically work through this workforce planning guide's steps and exercises.

How long should the process take?



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The Workforce Planning Process

WFP is a 6-step process used by an organization to achieve more with its talent. It should be performed and re-evaluated on a routine basis to keep long-term initiatives on target. Use it to help determine, develop, evaluate and monitor the following:

- Targets and resources needed for recruitment and retention.
- Development needs within the employment lifecycle.
- Initiatives that will have the most impact on employee success.
- How any workforce initiatives should be implemented.
- Organization structure and employee wellbeing.

The six steps of the WFP process look like this:

Set Direction – Defining the agency’s mission, initiatives and hot topic issues.

Analyze – Analyzing the quantitative and qualitative workforce data to identify critical needs.

Defining the Gap – Determining the difference between future workforce goals and the current status of the workforce.

Closing the Gap – Identifying strategies to achieve the agency’s future workforce goals.

Implement – Creating an action plan and measurements for gauging success.

Revise – Identifying, monitoring and evaluating the successes or failures to revise the plan and stay on target through the next workforce planning cycle.

[Follow this link for more information about each step in the model.](#)



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Setting the Direction

Setting and understanding the organization's direction is critical to a successful workforce plan. To understand the why behind the workforce plan, it is best to start by identifying hot topic issues facing the organization from the perspective of the workforce. Take the time to document problems the organization is facing and how the workforce impacts those issues. Many times the issues identified are specifically with the workforce. After identifying hot topics, take time to understand the organization and its overall mission. It is important to have a clear understanding of the organization, hot topic issues and the mission, goals, and values as well as specific objectives to achieve the goals and mission. At this point, it is time to document hot topic issues as well as get a general overview of the agency's profile. Use the exercises below.



Exercise 1: Identify hot topic issues for the organization and its workforce.

Identify and record any hot topic issues facing the agency or its workforce. Use [this linked worksheet](#) to document the hot topic issues. The associated worksheet is a Microsoft Excel file with questions to help you identify and record your hot topic issues. Add additional rows if necessary to capture any issues not addressed in the worksheet.

Exercise 2: Create an overview summary of the organization.

Access the organizational/agency overview summary [worksheet](#). Use the worksheet to record summary information about the agency. Add additional rows if necessary to capture hot topic issues not addressed in this workbook. Typically, this involves collecting and recording the agency mission statement; documenting the agency customer base or description of the population served; agency goals and supporting initiatives; and the type of organizational structure, authority and hierarchy as well as locations, funding sources and budgets.

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Setting the Direction

There is a lot of talk in strategic planning regarding mission statements. What is a mission statement and what attributes define whether a mission statement is good or not?

The Mission

The mission statement identifies the core purpose of an organization. A good mission statement should be plain, clear and definitive so everyone reading it knows exactly where the organization is going and how it intends to be successful. The mission statement should be strong enough so all employees are able to make empowered choices about the best use of agency resources. Great mission statements add an element of aspiration to challenge employees.

An organization's mission statement typically remains unchanged; however, it may be reviewed occasionally to ensure it is not overly generic, filled with clichés and/or outdated. An overly generic or outdated mission statement may not reflect what is happening now to affect the future. It may be focused in the past and needs to be adjusted for a more future targeted outlook. Generic and outdated mission statements can lead to employees feeling lost. Mission statements with no clear end game and no picture of what success looks like can create a work culture of cynicism.

Ultimately, leadership is responsible for setting direction and creating the mission statement. The workforce planning guide can help. Step one in the process includes exercises and guidance in creating mission statements as well as diagnosing current mission statement to ensure they are current, clear and definitive.

Exercise 3: Create or diagnose the organization's mission statement.

This information is generally available in an agency annual report or strategic plan. If no annual report or strategic plan is available, this information must be determined before the WFP process will be of benefit.

Use the [Create a Mission Statement Cheat Sheet](#) to create, evaluate or update the mission statement.

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In addition to the mission statement, major organizational goals should be identified for the workforce planning process. Typically, these goals directly support the mission statement and give employees specific direction on how to achieve the mission. Best practices indicate these goals should state **the general outcome the organization wants to achieve, the way the organization will achieve the desired outcome, and what is the measure of the desired outcome**. Best practices also suggest an organization should not have more than two or three overall goals.

Exercise 4a: Identify the organization's top three goals.

Like the mission statement, the organization's goals can typically be found in its strategic plan. If the goals are unavailable, they should be determined before moving on with the workforce planning process. Use the [goal exercise](#) to formulate organizational goals.

Each overarching organizational goal will have supporting objectives from each business unit/division. Each level of the organization will likely have its own initiatives to support the business unit objectives as well as the organizational goals. It is important the supporting objectives are aligned properly to the mission as well. These initiatives will need to be identified as well for the WFP process. Referencing the mission, organizational goals and initiatives will help guide the current and future analysis, gap closing strategies and creation of the workforce action plan.

Exercise 4b: Identify major objectives the organization is undertaking to achieve its goals.

Objectives can be found alongside goals in the strategic plan. If no objectives for goals have been identified, use the Objectives exercise within the [Organizational goal worksheet](#) to develop them.

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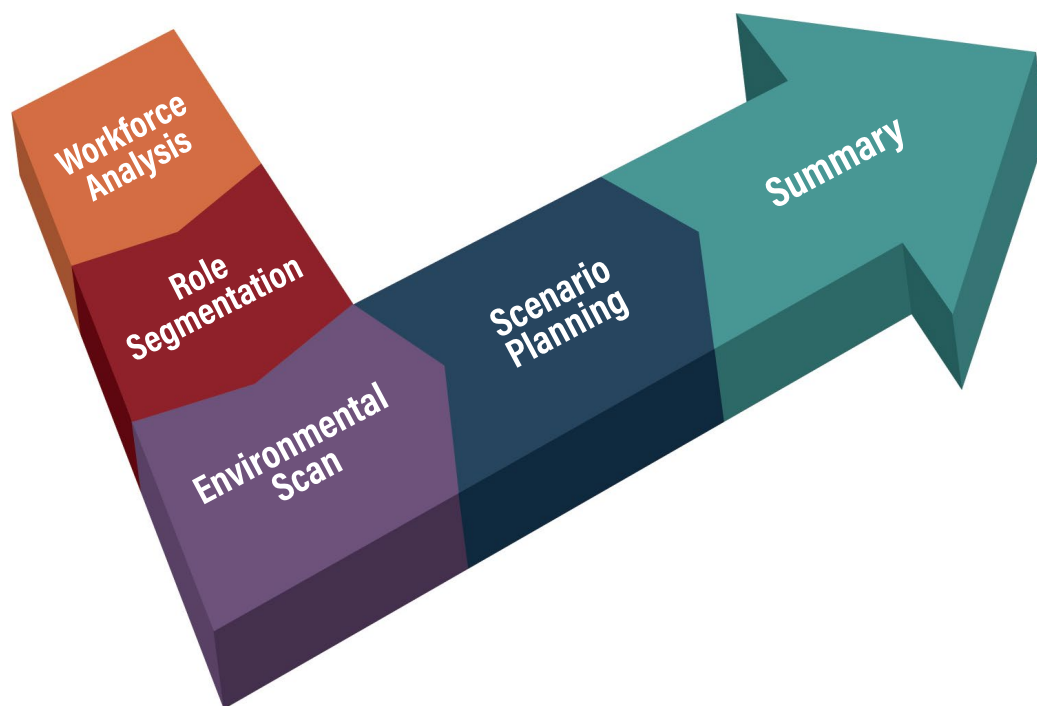
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The Analysis

Both current and future analyses are conducted as part of the WFP process. It is necessary to determine current and future needs facing the workforce in order to determine workforce gaps. Four types of analysis are conducted during this stage: workforce analysis, role segmentation, environmental scan and scenario planning.



Workforce analysis – A snapshot of the workforce and includes trending headcounts, turnover rates, hire rates and employee feedback in terms of satisfaction and engagement.

Role segmentation – An analysis of each job family or job role grouping to determine how highly aligned its functions are to the agency's mission and goals. Job roles are identified as pivotal, core, non-core or misaligned.

Environmental scan – An evaluation of the current and future work environment consisting of internal and external influencing factors affecting the agency. Internal factors consist of major operational initiatives, internal labor supply, and resource allocation. External factors include government regulations, public demand, and the economy as well as competitors.

Scenario planning – A vision of what could happen. This is a forward looking evaluation used to define the agency's target future state. Alternative future states can be identified as well but for this guide only the target future state will be analyzed. This is also referred to as the ideal state.

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What is the analysis stage?

An in-depth analysis of an organization's workforce that includes historical staffing trends, employee satisfaction/engagement, work culture and work performance.

Why is the analysis process important?

It is necessary to determine both current and future challenges facing the workforce which allows leadership to make meaningful and impactful decisions about the organization's future.

How is the analysis conducted?

By interpreting trend data of the organization's workforce profile (typically headcounts, turnover rates, hiring rates, etc.) and gathering information through interviews and focus groups to gain in-depth understanding of the organization work culture and environment.

Who conducts the analysis process?

It should be conducted by an HR role familiar with statistics, qualitative assessment and the organization's workforce profile.

What is a workforce profile?

A summary level composition of the organization's current workforce. It provides details and historic trends regarding basic demographics, turnover, retirement eligibility, hire rates, management span of control, and progressions or promotions.

Why is the workforce profile important?

It is necessary to fully understand how the composition of the workforce affects an organization's ability to meet strategic initiatives and its mission. Reviewing the workforce profile helps leadership identify potential issues that personnel shortfalls or surpluses can potentially have on the organization.

Who creates the workforce profile?

It should be assembled by a workforce analyst familiar with data collection and analysis. It is typically performed by strategic HR professionals with statistical and data analysis background. Staff with industrial/organizational psychology and quantitative statistics backgrounds would add value to this role as well.

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What information is important for the workforce profile?

The following chart indicates the workforce data to evaluate and analyze. It is important this information is evaluated together in order to identify overall summary of the organization. Trend analysis will also provide insight into recent changes in the workforce affecting the organization. It is also helpful to compare this information against a benchmark, such as the overall Oklahoma state government, agency cabinet or regional state government as well as similar private-side service industry data.

Headcounts	Measures	Trends (last 5 years)
Total agency staff <ul style="list-style-type: none">• Race• Gender• Age• Generation• Service time• Management• Non-management	Turnover <ul style="list-style-type: none">• All staff• New hires Retirements <ul style="list-style-type: none">• Actual vs Eligible New hiresSpan of controlPromotionsProgressions	Turnover <ul style="list-style-type: none">• All staff• New hires Retirements <ul style="list-style-type: none">• Actual vs Eligible New hiresSpan of controlPromotionsProgressions

[Access more details about calculating these workforce planning metrics.](#)

Exercise 5: Create a workforce profile analysis.

Much of the data used to create a workforce profile can be found on the [Workforce Planning Website](#), which is updated at the end of each fiscal year. Additional data can be found through the organization's HR department or by contacting the Workforce Planning department at OMES-HCM. Use the [Workforce Profile Analysis workbook](#) to record workforce profile data.

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In addition to the profile analysis, there may be a need to evaluate the workforce in more detail. Dependent upon the initial data findings, it may be necessary to analyze the data in relation to generational groupings, age, service time, etc. Analyzing turnover in relation to generational groups may provide insight into disproportionate separations by age groupings. Each generation has preferences about the work environment and dissecting the data by generation may offer clues about their tendencies. Similarly, insights regarding disparities by service time may help decision-makers focus on organizational turnover causes versus symptoms.

Additional Analysis

Include the last five years for the following trends:

- Engagement/climate survey assessment (Ask HCM about the employee related surveys).
- Generations shift.
- Turnover by generation.
- Hire rate by generation.
- Shift in the average age.
- Shift in the average service time.
- Turnover by average service time.
- Funding/Budget trends.

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Role Segmentation

What is Role Segmentation?

Determining the roles in the organization that are most critical to meeting the organization's mission. It is dividing the functional roles into four categories: pivotal, core, support and misaligned. Pivotal roles are those that impact the mission directly. Core roles provide operational support. Support roles help with efficiency and streamlining business process. Misaligned roles are those that no longer support the other roles or the mission. Misaligned roles typically need to be realigned.

Why is it important?

It is necessary to understand how each role is impacting the organization's mission so leadership can make decisions regarding the priority given to certain strategies that will impact pivotal roles.

How is role segmentation performed?

Using an exercise to dissect the workforce by comparing two factors. A quick way to accomplish this is by using a nine-box matrix. Comparing the two factors with a nine-box matrix grid will help determine whether a role is pivotal, core, support or misaligned. The two factors are 1) the degree to which the role is aligned to the organization's mission (high, medium, low), and the degree to which the role impacts organizational service/product quality (high, medium, low).

Who conducts the role segmentation?

This exercise should be conducted by WFP lead or consultant. The individual should have an understanding of the difference between role types as well as the use of the nine-box for prioritizing.

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Role Segmentation

Segmenting agency roles helps the agency concentrate its efforts on the mission-critical functions (pivotal roles).

Here is a list of the segmented roles, as well as the roles' typical representation within an organization.

Role Type	Main Characteristic	Ideal % or Total Roles
Pivotal	Mission critical function	10-15%
Core	Operational effectiveness	20-30%
Support	Streamlining operations	60-70%
Misaligned	Antiquated	None

Exercise 6: Identify the organization's pivotal roles using role segmentation.

When conducting a role segmentation, we recommend removing leadership positions from consideration, as those roles should automatically be included in succession planning. For each of the remaining roles, consider the degree to which their functions directly impact the mission (high, medium, low) and the degree to which the role impacts organizational service/product quality (high, medium, low). Use the [9-box to record each role's ratings](#) to determine which roles are considered pivotal, core, support, and misaligned.

A Deeper Dive: Role Segmentation

For additional assistance in role segmentation, use the [In-Depth Role Segmentation workbook](#). This workbook contains additional factors to help your organization determine each role type.

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Environmental Scan

What is an environmental scan?

A process to collect relevant information concerning opportunities and threats facing the organization for the purpose of long-term strategic planning. These opportunities and threats can come from external sources as well as be from internal agency sources. It is also used to determine specific agency strengths and weaknesses that could influence any identified opportunities and threats.

Why is an environmental scan important?

Future planning is essential to organizational success and leveraging the full potential of the workforce. The environmental scan helps leadership to plan for the future and make decisions about strategic initiatives by anticipating road blocks as well as opportunities. Understanding the future operational needs is the first step in determining what will be needed for the workforce to navigate around road blocks and take advantage of opportunities.

How is an environment scan conducted?

By using a [SWOT](#) and/or [PESTEL](#) analysis method to identify opportunities and threats. This is usually conducted through a focus group meeting. A SWOT is a tool and process used by organizations to identify their strengths, weaknesses, opportunities and threats. A PESTEL analysis is a process to help identify opportunities and threats by evaluating politics, economy, social issues, technology, physical environment and legal issues. Typically, the workforce profile and employee engagement feedback are used during this process.

Who participates in the environmental scan?

Senior leadership and a WFP project team (team/project lead, some key senior leadership, subject matter experts, front-line and mid-level managers.)

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The environmental scan uses the SWOT analysis and PESTEL methodology. It helps the agency create the framework for determining threats and opportunities facing its mission and goals while leveraging strengths and minimizing weakness to address crucial workforce issues.

The environmental scan should include both internal and external influencing factors that could impact the agency's operational success, the workforce and the labor supply and talent pools. Use PESTEL to help guide and document the discussion related to identifying opportunities and threats. If additional help is needed in framing the conversation, [follow this link for specific discussion questions](#).



Political: Government bureaucracy that may affect how the organization operates. Examples include political climate, level of bureaucracy, tax policy, etc.



Economic: The overall health of the economy and how it affects the organization. Examples include GDP, inflation, unemployment rates, labor supply, labor costs, etc.



Social: Demographic and social trends. Examples include population growth rate, age, health, employment patterns, public opinion, socio-cultural changes, etc.



Technology: Trends in technological innovation and change, usage, and access. Examples include communication changes, impact of emerging technologies, automation, etc.



Environmental: Ecological and environmental changes. Examples include weather, climate, pollution, green initiatives, potential for natural disasters, etc.



Legal: Legislative changes that may impact the organization. This section can be used to more explicitly identify the laws that may impact the organization. Examples include industry regulations, discrimination law, employment law, health and safety law, intellectual property, trademarks, etc.

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Exercise 7: Conduct a SWOT and PESTEL analysis to determine strengths and weaknesses, opportunities and threats.

Use the SWOT analysis tool to facilitate and document this discussion with senior leadership. Summarize the findings of the scan [here](#).

Exercise 8: Prioritize the top three most critical factors impacting the agency's goals.

Rate each factor identified in the SWOT and PESTEL analysis with regard to its impact on the organization's mission (high, medium, low) and the likelihood that the factor will occur (high, medium, low). Use the [Environmental Scan 9-box](#) to prioritize the factors based on their ratings.

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What is scenario planning?

The process of taking the information from the environmental scan to identify necessary changes in the workforce to address the most critical future threats and take advantage of the most important opportunities. This includes specific changes to pivotal job roles. These changes may be related to knowledge, skills and abilities; education requirements; certifications; and types of training and development needed. It also includes potential resources and tools that will be needed to perform required work.

Why is it Important?

It helps identify specific workforce changes required to adapt to changing needs proactively and efficiently to avoid costly interruptions to operations.

Knowing how threats and opportunities can impact an organization's most valued asset (its people) allows leadership to mitigate workforce risk while leveraging opportunities for overall productivity.

How is scenario planning conducted?

Through facilitated discussions with leadership and exercises geared to uncover specific future needs. It also may involve collecting feedback from frontline management and employees through surveys.

Who conducts the scenario planning?

The WFP project lead.

To view a helpful illustration of scenario planning, [click here](#).

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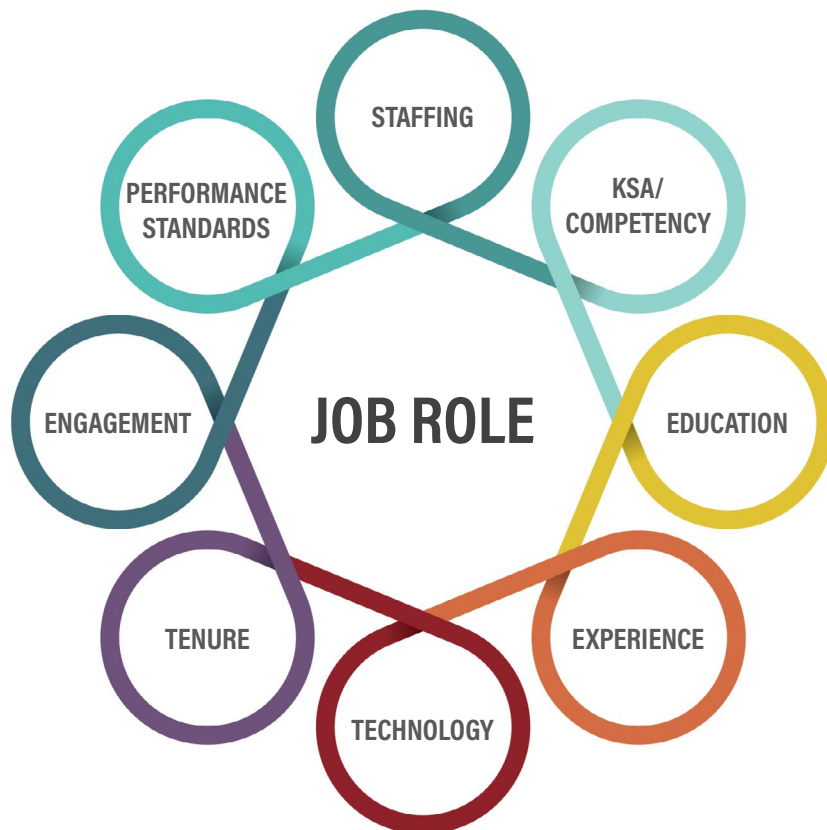
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Use the information gathered from the environmental scan to shape a discussion about the organization's future. The issues identified should be reviewed in context of current and future issues.

Prioritize the issues in terms of the top two or three critical issues. Once those are determined focus on the pivotal roles identified in the role segmentation and the workforce profile analysis to help further shape a discussion around future needs impacting the workforce. Typically, this will be in terms of the illustration below for each pivotal role identified.



Exercise 9: For each pivotal and leadership, role gather information about their workforce attributes.

Using the environmental scan, the role segmentation and the workforce profile, gather information to define the workforce attributes for each pivotal role and leadership role. Include staffing numbers, knowledge, skills, abilities, competencies, educational requirements, technology requirements, experience, engagement, and tenure (service time). You may need to evaluate the job family description (JFD) for each role for this information as well. The collected information will be needed for the next three exercises. Access the workforce attribute workbook [here](#).

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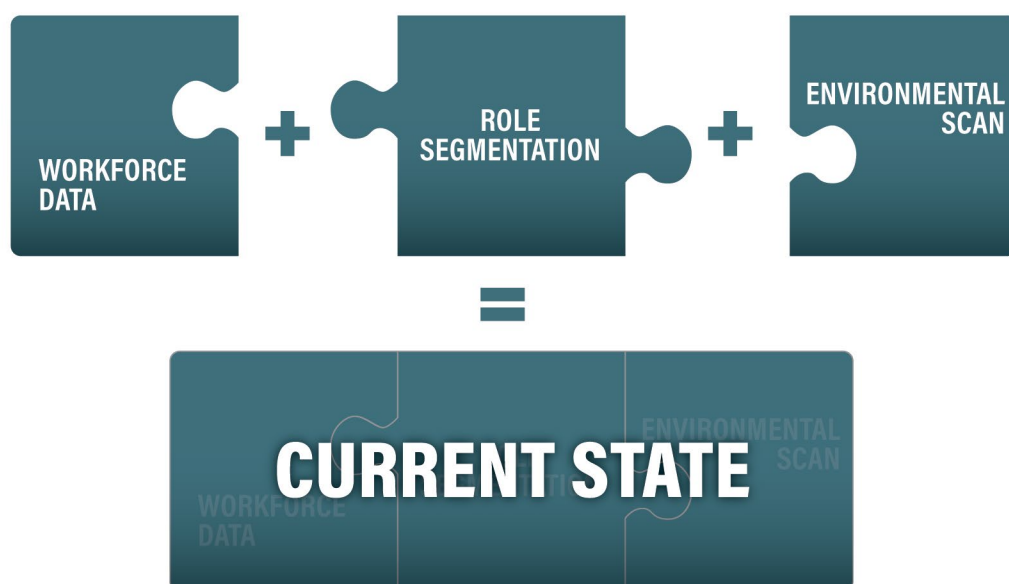
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The Current State

This is the composition of the organization's workforce as of that moment (e.g., fiscal year). It is an overview of the workforce to kick start the annual WFP process. It is the summary of a lot of the information collected to this point. It includes data and information from the workforce profile data, role segmentation analysis and environmental scan. At this point in the WFP process, it is time to synthesize all the information collected into a concise overview of the workforce regarding the pivotal and leadership roles. This information will define the current and future states of the workforce. It will also help identify what is lacking in the current workforce so that strategies can be developed to address those needs. This is called the gap, which is discussed in the next step.



Exercise 9a: Determine the agency's current state for pivotal and leadership roles.

This exercise combines the information identified in the previous exercise. The current state should include headcounts and other workforce profile information for pivotal and leadership roles that describes the roles as they currently are. Please use the associated [worksheet](#) to complete this exercise. Provide answers to each question in the current column.

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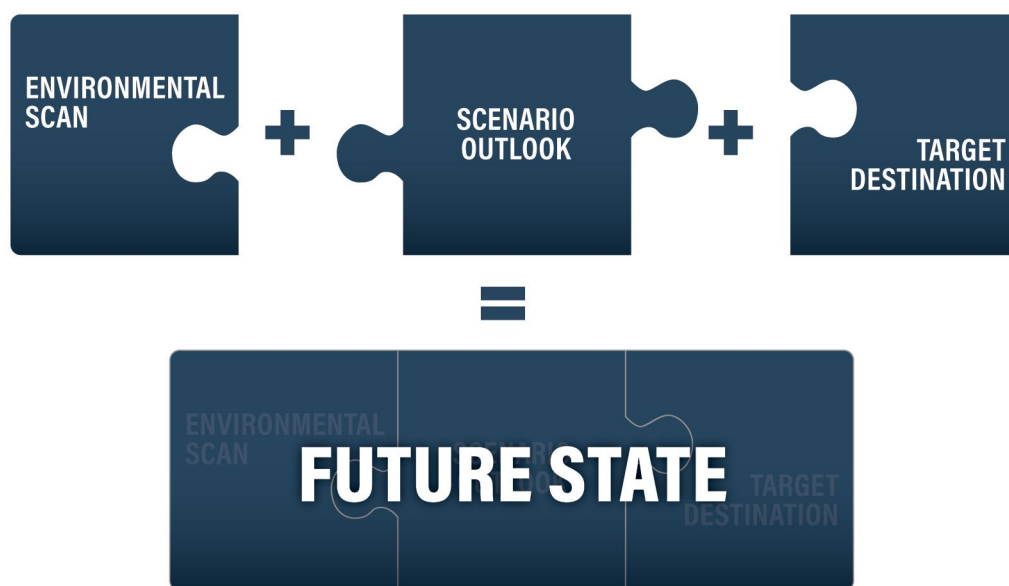
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The Future State

This is the organization's future workforce outlook. This outlook is for two years or more into the future. In this part of the WFP process the information from environmental scans (SWOT/PESTLE), workforce profile trends, forecasts and specific pivotal and leadership roles come together to produce an overall summary identifying specific future workforce needs. This information typically includes future needs in staffing, education, development and experience, as well as other resources such as technology. This summarized information is then used to document the organization's future state. Information gathered in the prior two exercises will be needed here as well.



Exercise 9b: Determine the agency's future state for pivotal and leadership roles.

This exercise combines the information identified in previous exercises. The future state should include headcounts and other workforce profile information for pivotal and leadership roles that describes the roles as they need to be in the future. Please use the associated [worksheet](#) to complete this exercise. Provide answers to each question in the future column.

It is time to summarize the information from the last three exercises into the provided worksheet in preparation for defining the specific gap for each workforce attribute of pivotal and leadership roles. The worksheet allows the team to easily review the information in a consistent format to draw gap defining conclusions. Once this has been accomplished, it is time to specifically define the gaps for each role and each workforce attribute.

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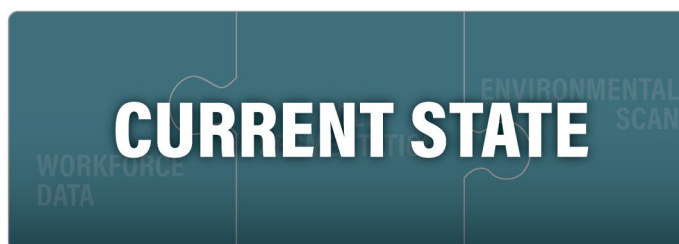
Defining the Gap

Gap Analysis Overview

The surplus and/or deficits identified in comparing the future state with the current state identifies the workforce gap. It is called defining the gap. This gap is the basis for developing workforce strategies. The information determined from the gap analysis is used to identify specific strategies and actionable objectives for the workforce plan. Specific strategies can be developed to address specific needs which are done in the Gap Closing Strategies step of the process.



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Exercise 9c: Determine the staffing gap.

To determine the workforce gaps, find the difference between the current workforce attributes and the future workforce attributes. This difference defines the gap and determines the attributes that will be changing in the future. The gap can be recorded in terms of surplus, no change or deficit in the [Workforce Attributes workbook](#) in the gap column.

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Now that the type of gaps has been identified, it is time to determine the strategies to address each gap. The strategies used to address most workforce gaps will be one or more of the following:

**Recruitment
and retention**

**Organizational
design and
continuity**

**Training and
development**

**Organizational
health and
wellbeing**



There are multiple solution approaches within each of the listed strategic categories. A blend of the strategies listed will typically be needed for a successful workforce plan. It would be rare that only one strategy effectively addresses the most critical hot topic issues identified through the WFP process. A blended approach that balances recruitment, retention, and training and development can address the most typical workforce planning issues faced by organizations.

In general, most workforce gaps will tend to be influenced by a lack of knowledge, skills and abilities (KSAs). Gaps will also come in the form of having either a shortage or surplus of workers and leadership. In many cases, it is necessary to look into recruiting both internally and externally for the KSAs needed. Also, training and developing existing employees become important for retention and succession planning (continuity). A blend of these two approaches can address most workforce issues. This is especially true as an organization is first getting started in implementing a workforce plan. However, after fine-tuning the WFP process, an organization may want to evaluate solutions revolving around the organizational design, continuity, and employee health and wellbeing.

It is important to choose strategies aligned with solving the specific gap issues. This will provide a focused approach when it is time to develop specific action plans to achieve the organization's desired results. The next section provides an overview of the typical strategies used in workforce planning as well as multiple solution approaches within each strategy type.

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Recruitment

Recruitment strategies should be aligned with the organization's mission and goals and focused on ensuring pivotal and leadership positions have enough candidates readily available to fill these positions. Recruitment strategies should be proactive and happen continuously, rather than occur only once a position has been vacated. By creating internal and external pipelines, leveraging recruitment processes and communicating the organization's brand, the organization will have qualified candidates ready to fill vacancies, decreasing the lost productivity that accompanies lengthy job searches and positions that remain unfilled.



Internal Recruitment Pipeline

Promoting employees from within provides numerous benefits. Internal recruitment processes are typically easier and more cost-effective. Internal candidates already understand the organization's culture as well as already possess institutional knowledge. Additionally, internal recruiting creates advancement opportunities for current employees which increases employee satisfaction and motivation. To create an effective internal pipeline, it is helpful to create and maintain a database of current employees' KSAs, experience and career interests to easily identify qualified candidates to fill vacancies. Partnering with employee learning and development will allow current employees to gain the skills needed to advance to the next level.

External Recruitment Pipeline

An external recruitment pipeline is necessary to obtain the skill sets that do not exist internally and cannot feasibly be developed. Organizations can build an effective external pipeline using a two-pronged approach. Advertising to generic job boards requires little effort from the organization and can reach a large number of candidates. Proactively sourcing candidates with specific skill sets can help obtain quality candidates for pivotal and leadership roles through targeted messaging. By maintaining a database of applicants, organizations can contact qualified candidates when job opportunities arise.

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Recruitment

Recruitment Processes and Programs

Effective use of recruitment processes can attract and retain qualified candidates. Internship programs expose candidates to a trial period, providing a low-cost way of ensuring that an intern is the right fit while also giving interns a sense of what it is really like to work for the organization. Supervising interns is also a great opportunity for new and emerging managers to gain supervisory experience through a new manager training program. Employee referral programs are often touted as the most effective way to identify candidates who will perform well and be less likely to leave the organization. Candidates who know current employees likely share similar characteristics and are already familiar with the organization's culture.

Branding

Developing and communicating the organization's brand helps to differentiate the organization from competitors for qualified candidates. Branding emphasizes the organization's overall purpose, how current employees experience the culture, and the benefits of working for the organization. Communicating how the organization is a good place to work is an attractive message to potential candidates and can be especially effective in the public sector where compensation is typically lower than in the private sector. The branding message must be an authentic representation of the organization. Candidates want to feel they can trust the organization.

Summary

With gaps in skills, staff numbers, etc. identified through the WFP process, recruitment strategies should proactively target candidates for critical roles. Along with learning and development, recruitment strategies are a core part of succession planning as a means to attract external candidates with the skills needed to fulfill critical vacancies. With the right organizational structure, internal recruitment can create advancement opportunities, potentially increasing retention. Candidate relationship management is key to any recruitment strategy. Keeping potential hires in the pipeline will make for faster and easier recruitment both internally and externally.

Exercise 10: Use the [worksheet](#) from the resource kit to define how recruitment strategies may address any identified workforce concerns.

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Learning and Development

Learning and development strategies are essential to increase the knowledge, skills and abilities of current employees to meet the demands of their current roles, as well as roles they may progress to in the future. Providing training opportunities to employees offers additional benefits, as the opportunities are often viewed as rewards in an environment that is constrained in offering other types of compensation. Training is an essential component of succession planning as a way of developing internal candidates.

Leadership Development

Leadership is not a position, it is a set of behaviors that can be learned. Through the use of proven leadership-development strategies, employees can learn and improve soft-skill competencies. Leadership development is useful at all organizational levels, from front-line employees to mid-level managers to executives. Effective leadership development is focused on the current skill level of employees so they can apply what they've learned immediately, while also teaching skills that will prepare them for the next organizational level. Leadership development should be focused on principles that are timeless and universal, rather than on the latest trends.

On-the-Job Training

In addition to soft skills and leadership skills, there is practical day-to-day knowledge every employee needs. This knowledge is often best learned through on-the-job training and includes areas such as policies and procedures, systems and software training, job shadowing and just-in-time learning, in which employees are given the resources they need to solve problems they encounter on their own. Identifying opportunities for on-the-job training can improve employee skills, while simultaneously helping knowledge transfer activities; as important job skills and procedures are identified and documented, they can be used to train new employees, making them quickly become more productive.

Learning Culture

Learning is a lifelong process and should be promoted as such throughout the organization. Communicating to managers the importance of learning can facilitate the learning opportunities available to employees. It is important to emphasize that training is not an event, but a process that may involve relearning skills. Employees must apply what they learn to their jobs, and a culture of accountability is necessary to ensure employees use their newly learned skills.

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Learning and Development

Summary

Learning and development strategies play a key role in getting current employees the skills and competencies they will need in the future. Surveys conducted in Oklahoma state government show that supervisors have a strong effect on their employees' job motivation. Providing leadership training for mid-, senior- and executive-level managers can ensure supervisors possess effective leadership characteristics. In addition to soft-skills training, the identification of technical, on-the-job and other professional training opportunities can help employees gain the hard skills that will be necessary for the future. Learning and development strategies aid greatly in succession planning to ensure the internal candidate pool gains the skills to fill vacancies as they occur. Maintaining an overall culture of continuous, lifetime learning at the organization can result in employees who are always prepared to meet future demands.

Exercise 11: Use the [worksheet](#) from the resource kit to define how learning and development strategies may address any identified workforce concerns.

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Organizational Design and Continuity

The way an organization is designed impacts business processes, functions and roles; the reporting hierarchy as well as organizational communication; how decisions get made by leadership as well as employees; and the performance of both workers and the organization. The organizational design should align functions and talent efficiently and effectively to meet the mission. These strategies focus on ensuring a proper hierarchical structure, job classification, compensation, performance management, succession planning and knowledge transfer.

Organizational Structure

An organizational structure properly aligned to an organization's mission is essential to effectively carry out operations. An organization where change and innovation happen rapidly should have an organizational structure that will facilitate its need to change and innovate. This may resemble a flatter hierarchy and decentralization of approvals. An organization where high detail, accountability and regulatory enforcement is necessary, may require a multilayer hierarchy and centralized approvals to meet the mission.

An organization's structure determines the hierarchy of authority, business flow and internal communications, and identifies specific functions, management and leadership required to achieve the organization's mission. The wrong structure can cause an organization many problems with how it provides its services and the culture created from day-to-day operations. A good structure will have a positive impact on how decisions are made and approved, how work gets accomplished, and how workers behave as well as how information flows through the organization. Aligning an organization's structure with its mission is important.



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Organizational Design and Continuity

Roles and Position Classification

It is important for an organization to identify and organize the functions necessary to carry out operations and assign them to roles through job family descriptors and proper position classification. This helps ensure the proper alignment of roles to the mission. The essential functions can be documented along with the leadership level, knowledge, skill, abilities, experience and education as well as resources required for the role. This helps define what is needed for success in the role as well as proper compensation. A proper strategy for role and position classification helps address recruitment, compensation, training and knowledge transfer, and succession planning issues.

Compensation Administration Plan

This is the process of assigning and evaluating the value of a position in terms of salary, overtime, shift differentials, bonuses, health benefits, paid leave, retirement contributions and other monetary payments for work. The compensation administration plan is used to determine fair, equitable and standard compensation for multiple roles across an organization. It also helps organizations compare their compensation practices against general market practices. It can also go as far as to stipulate terms for pay progression mechanisms. A good compensation administration strategy should communicate clear expectations to employees regarding salary and overall compensation for specific functions and work performed.

Strategic Performance Management

A good, well-defined organizational strategy is important to an agency's success; however, if talent performance is not properly aligned with that strategy, the agency will not be able to produce wanted results. To align talent performance with the agency's vision, mission, goals and values, an effective performance management process is needed. Each role in the organization needs to know how it supports the agencies overall mission and strategy. Every job's essential functions need to be aligned with the agency's mission, goals and overall strategy. A performance management process achieves this alignment by providing clear expectation about work tasks, goals and accountabilities supporting the agency's objectives. It is also a mechanism to provide feedback to the workforce about how well they are performing toward the objectives. It helps identify strengths as well as areas for improvement. It also provides useful information to leadership regarding the workforce's ability to meet organizational performance standards.

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Succession Planning

The process of identifying and developing staff to progress into new roles within the organization. Succession plans ensure there are suitable internal candidates to assume leadership vacancies as well as to maintain a strong pool of internal candidates to assume critical or pivotal roles as vacancies occur. Having knowledgeable and prepared internal candidates provides many other benefits to the organization in relation to culture such as communication, job motivation and individual development and performance. It communicates to employees a career path and plan for advancement as well as informing them of development opportunities necessary to progress within the organization.

Knowledge Transfer

Institutional knowledge can be lost forever through turnover unless there is a system in place to document procedures, standards and firsthand experiences. A knowledge transfer strategy can help an organization share job-specific knowledge and training to empower employees in their role as well as get employees up to full speed more effectively and efficiently. This can lead to higher performance, increase job motivation and provide more confidence the organization will meet its mission.

Summary

Organizational design and continuity is the framework for how classification, compensation, knowledge transfer and succession strategies are implemented. They each play a role in how employees perceive leadership and the organization's future. These perceptions get translated into the employee's work performance, engagement and future outlook. Organizations facing negative employee perceptions or that have workforce data identifying problems related to training and development opportunities, lack of advancement, salary and management responsiveness may want to consider developing organizational design and continuity strategies to address those concerns.

Exercise 12: Use the [worksheet](#) from the resource kit to define how an organizational design and continuity strategy may address any identified workforce concerns.

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Health and Wellbeing

A holistic approach to employee wellbeing can create a thriving work culture. There are six essential areas of wellbeing, each of which affects a person's overall sense of wellbeing. The essential elements include purpose, social, financial, physical, community and emotional wellbeing. By partnering with Thrive, the state of Oklahoma's wellbeing program, to offer programs that address each essential element, the organization can help its employees live their best life and do their best work.



Purpose

This element involves having a sense of purpose and enjoying what one does every day. It includes how a person occupies their time and whether those activities are fulfilling. Programs that address purpose include mentoring programs, employee recognition programs and flexible work arrangements.

Social Wellbeing

Social wellbeing involves having quality relationships in one's life. Social wellbeing can be addressed through programs that emphasize social contacts such as hosting potlucks, participation in recreational leagues and social committees for planning employee events.

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Health and Wellbeing

Financial Wellbeing

Financial wellbeing is defined as feeling financially secure and that one's economic life is well-managed. Financial wellbeing can be addressed through programs such as financial counseling and health insurance and health care planning courses.

Physical Wellbeing

Physical wellbeing is having good health and enough physical energy to get important things done each day. Physical wellbeing can be addressed by providing educational opportunities in physical activity and exercise, proper nutrition, and proper sleep as well as physical activity challenges and programs.

Community Wellbeing

Community wellbeing is having a sense of engagement and connectedness with the area where one lives. It involves feeling connected and being able to give back to the community. Community wellbeing programs include volunteer opportunities, blood drives and forming teams at charitable events.

Emotional Wellbeing

Emotional wellbeing consists of being resilient and having enough mental energy to get important things done each day. Emotional wellbeing can be supported by programs such as providing designated rooms for stress-reducing activities, stress management education and resiliency training.

Summary

Building a thriving work culture can help employees do their best work. Implementing wellbeing strategies such as health and wellness programs, purpose-driven initiatives, support for social wellbeing, personal finance programs, and community involvement opportunities can create a positive, employee-centric environment. When all essential areas of wellbeing are met, employees will be more engaged and motivated to do their jobs to the best of their abilities.

Exercise 13: Use the worksheet from the resource kit to define how health and wellbeing strategies may address any identified workforce concerns.

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Action Plans

This section is about bringing everything from the prior workforce planning steps together to create an action plan for gap-closing strategies. The action plans should address specific strategies to solve the most critical issues discovered. Although many strategies may be effective in addressing critical issues, it is best practice to identify two to three strategies to implement in an action plan. It is useful to prioritize the strategies and select the ones that are most likely to be successful. A nine-box can help prioritize the strategies. In the nine-box, rank each strategy based on its impact on the critical issue(s) (low, medium, high) and the ease of implementation (low, medium, high). High impact, high ease of implementation strategies should be prioritized because they have a high likelihood of success. Follow [this link](#) to access the nine-box.

After determining the critical issues, it is time to identify the most impactful strategies to provide the desired solution. General strategies are identified in the prior section. Refer to exercises in the Gap Closing Strategies section. Once these strategies are identified, make a workforce plan by defining the action plan elements: actionable objectives, outcomes, supporting steps, lead measures, accountabilities, timelines and overall measures for success. These action plan elements come together to create S.M.A.R.T (specific, measurable, actionable, relevant and timely) workforce goals.

An **actionable objective** is a general statement defining the specific strategy to be used and what change is necessary. The **outcome** is the specific quantitative or qualitative change needed. The **supporting steps** are the specific action steps necessary to achieve the outcome. **Lead measures** are the specific results of each supporting step. Tracking each supporting step provides an overall way to monitor progress toward the objective. The assignment of responsibility for each actionable objective, supporting steps and tracking lead measures is **accountability**. **Timelines** provide the duration each supporting step will take. **Resources** are all the necessary stakeholders, tools and organizational assets needed to support the actionable objective and supporting steps. The **measure of success** is the evaluation and continual monitoring of what has been or has not been achieved for the workforce planning period.

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Actionable Objectives

Once critical issues have been determined and the potential strategies have been discussed, it is necessary to define the actionable objectives that are expected to be achieved. The actionable objective also needs to support the overall workforce goal and agency mission. For example, an organization discovered they need to add more HR specialist positions to the current staff to meet future growth needs. They may also have identified a turnover issue with the HR specialist position. The actionable objective would be to use a recruitment and retention strategy to add and retain HR specialist positions while also reducing overall turnover.

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Actionable Objectives

Exercise 14a: Identify an actionable objective for each critical issue by documenting a general strategy and the change needed to solve each problem.

Example:

Strategy/Strategies

1. Recruitment.
2. Retention.

General Change(s)

3. Increase number of HR Specialist roles.
4. Reduce overall turnover of HR Specialist role.

Actionable Objective

Through a recruitment strategy the agency will increase the number of HR Specialists and through a retention strategy the agency will reduce turnover within the HR Specialist role.

The type of strategy (recruitment, retention, development, etc.):

_____.

Plus,

The general change needed (add more positions, reduce turnover, increase job specific skill sets, professional development, etc.):

_____.

Equals,

Actionable Objective 1

_____.

_____.

Do this exercise to determine an actionable objective for each critical issue. It is best practice to concentrate on only 2-3 major/critical issues for each workforce planning period.

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Expected Outcome

The expected outcome is the process of identifying specific quantitative or qualitative changes needed to solve the critical issue. It is the specific target for the workforce strategy. It is determining the specific future desired state. Data identified in the current analysis section will be needed here. Following the example for this section, an agency identified the need to add more HR specialists. During the current analysis, it was determined the agencies services would be expanding over the next year and the expansion would result in the need for 60 total HR specialists. During the analysis it was also determined there are 20 HR specialist positions currently. It was also identified that HR specialist roles experience a historic turnover of 20 percent. This information will be used in determining the starting and ending points for the necessary change.

Exercise 14b: For each actionable objective define the expected outcome or result to be achieved.

Identify the current status and future outcome to achieve each identified actionable objective, and record the expected outcomes on the [Workforce Plan Objectives workbook](#).

Example

Actionable Objective 1

Through a recruitment strategy, the agency will increase the number of HR specialists and through a retention strategy the agency will reduce turnover within the HR specialist role.

The starting point (current status) of the HR specialist staffing is 20.

The ending point (future status) of the HR specialist staffing is 60.

To increase the HR specialist staffing (60 - 20) 40 staff members will be needed. However the loss due to turnover will need to be calculated as well. Yearly turnover of the HR specialist is 20%. The turnover would impact staffing by reducing the total (60 x 20%) by 12 for a total of 48.

The recruitment strategy would need to account for this potential reduction and plan to recruit for (40 + 12) 52 additional HR specialist instead of 40. In addition, any reduction in turnover would need to be tracked to adjust recruitment efforts as needed to achieve the outcome. A 10% reduction in turnover would result in 6 fewer positions needed (60 x 10%). At least 46 (52 - 6) but no more than 52 should be added.

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Supporting Steps

Supporting steps will need to be identified for each outcome identified. These are specific action steps necessary to achieve the outcome. There may be several supporting steps for each outcome. Each supporting step provides a road map on what specific actions or tasks need to happen in order to meet the objective. In the HR specialist example, the supporting steps are the specific actions needed to recruit 48 to 52 staff members. One may be to identify the number of candidates needed in the recruitment pipeline to successfully hire needed staff. Another supporting step may be to post and advertise on additional career sites continually throughout the year to supply 60 percent of the needed candidate pool. There may be several supporting steps needed for each expected outcome.

Exercise 14c: Determine the supporting steps needed to complete each expected outcome.

Identify each supporting step and record them on the [Workforce Plan Objectives workbook](#).

Example of the Actionable Objective 1

Expected Outcome: Between 46 and 52 HR specialist roles will be added.

Supporting Steps

1. Determine the number of applicants needed in the recruitment pipeline to successfully hire 48-52 staff.
2. Utilize continual online recruitment services and vacancy announcements to increase the candidate resume pool by 60%.
3. Implement an employee referral plan to generate 10% of the applicants in the candidate pool.
4. Partner with local colleges to generate 10% of the applicants in the candidate pool.
5. Attend local area career fairs to generate 5% of the applicants in the candidate pool.
6. Focus on internal recruitment for 1% of the applicants in the candidate pool.
7. Partner with state and federal government resources to assist in identifying local talent to increase the candidate pool by 14%.

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Lead Measures

Lead measures are the specific results of each supporting step. This allows the accountable or responsible parties to track their progress towards meeting the overarching expected outcomes for the workforce plan. Please refer to the example below.

Exercise 14d: Document the lead measure necessary to monitor for each supporting step and expected outcome.

Identify each lead measure and record them on the [Workforce Plan Objectives workbook](#).

Example for the Actionable Objective 1

Lead Measures for Supporting Steps

1. The number of HR specialist applicants needed in the recruitment pipeline. **600 applicants.**
 $52 \text{ hires} \times 5 \text{ (\# of interviewed candidates to hire 1 staff member)} = 260$
 $260 \text{ interviewed candidates} \times 2 \text{ (\# of qualified applicants needed to produce 5 interviewees)} = 520.$
 $520 \text{ qualified applicants} \times 2 \text{ (\# of total applicants to produce 1 qualified applicant)} = 1,040 \text{ applicants need in recruitment pipeline.}$
2. Use online recruitment services to obtain 60% of the talent pipeline. **624 applicants from online services.**
3. Employee referral plan to generate 10% of the needed talent in the candidate pool. **104 applicants from referral.**
4. Local colleges to generate 10% of needed talent in the candidate pool. **104 applicants from college recruitment.**
5. Use career fairs to generate 5% of the needed talent in the candidate pool. **52 applicants from career fairs.**
6. Internal recruitment to generate 1% of the needed talent in the candidate pool. **10 applicants from the agency.**
7. State and federal government resources generate 14% of the needed talent in the candidate pool. **145 applicants from government resources.**

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Accountability

The assignment of responsibility for each actionable objective, supporting steps and tracking lead measures is **accountability**. This allows the project team to identify specific individuals responsible for each part of workforce plan. This creates a clear understanding of what needs to be completed and who is responsible for its completion. It also allows the WFP project manager to keep track of the team members responsible for various parts of the workforce plan.

Exercise 14e: Determine the WFP team members responsible for each supporting step as well as the overall expected outcomes for each actionable objective.

Identify each team member's responsibility and record them on the [Workforce Plan Objectives workbook](#).

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Timeframes and Deadlines

Every action plan should have a specified timeframe and deadline for the work to be completed. This provides a duration of expected work so senior leadership and the organization can effectively prioritize resources for the workforce plan. It also helps keep the project team and stakeholders on track and accountable and provides the expected time to start evaluating success of the action plans implemented as well as when the next cycle for the workforce planning process should restart.

Exercise 14f: Determine timeframes need to work and complete for each actionable objective.

Identify realistic timelines for implementing your objectives, and record them on the [Workforce Plan Objectives workbook](#).

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Resources

In addition to the elements already discussed, an action plan needs to identify the resources necessary to achieve the actionable objective and the supporting steps. This gives the workforce planning team and its leadership knowledge of all the organizational resources needed in order for success of the action plan. An action plan will typically need a coordinated effort of several business units within an organization. Staff from various business units like HR, finance, senior leadership and critical operational areas could be needed. There may be access to specific software, data and tools as well as materials necessary to perform work to support the actionable objective. This could include facilities and meeting rooms that need to be secured. This may include both the organization's assets as well as resources that need to be obtained from external sources. Understanding the resources needed will help determine how much time will be required of employees, and the prioritization of tools and/or physical assets to support the overall objective. It will also help determine a fixed cost associated with the workforce planning implementation to evaluate the budget needed for the organization's overall investment in workforce planning and the potential return on investment.

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Exercise 14g: Identify the resources needed for each action.

For each action, identify the resources needed to complete it. Include personnel needed as well as budgetary and other resources required. Record the resources in the [Workforce Plan Objectives workbook](#).

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Success Measures

This step is completed at the end of the workforce plan's actionable objectives for the evaluation period. This is where the workforce planning team summarizes all the lead measures to evaluate the status of the actionable objectives. Once the lead measures are identified, a current workforce profile analysis will need to be conducted to assess any changes since starting the annual WFP process. After identifying any changes, compare them against the expected outcome to determine success. Since the expected outcome was documented in the plan, this comparison will provide leadership information about the direction of the next workforce planning cycle as well as potentially identifying any new hot topic issues.

Exercise 14h: Identify measurements to evaluate the execution of each action.

For each action, identify the successful outcome of the action, as well as any changes in the workforce. Record the success measures in the [Workforce Plan Objectives workbook](#).

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It is important to review the workforce action plan to evaluate the effectiveness of each implemented strategy and to make necessary adjustments for the next planning cycle. The workforce plan should be adjusted each year to account for new issues and demands facing the agency.

The action plan's measures are used to monitor the overall successes and failure of the workforce plan. The monitor and revise stage starts by documenting the parts of the action plan completed successfully. Identify what worked well. During this stage, note any new issues that may have surfaced. Also note any objectives that were not successfully achieved. Discuss reasons for the shortcomings and identify any new issues that may have contributed to it.

Use this stage to take the information gained from the successes and failures to revise the existing plan. Document any new issues that arise so they can be addressed in the next WFP cycle. Since the WFP process is an annual process, any revisions and new issues should be included in the next planning period.

Once this stage is complete it is time to restart the process.

Exercise 15: Determine what worked, did not work and any new issues.

Compare the desired outcomes of the actionable objectives to the actual results of the strategy implementation. Note what led to positive and negative outcomes and identify any new issues. This will be used to revise existing strategies and then be used to start the next WFP cycle.

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Once each exercise in this guide is complete, all the information to complete a workforce plan has been identified. To complete the WFP document, place all the information identified in each exercise into the WFP template. The WFP document will now be a reference as well as a tracking tool to evaluate the actionable objectives. This document can then be used to determine successes or failures in aligning workforce initiatives with the organization's overall initiatives.

It is time to review the steps and exercises completed using this guide.

1. Hot topic issues were identified to provide direction for the WFP process to solve. Then the organization's mission and operational objectives have been identified to determine how the hot topic issues impacted them. This was also done to ensure any workforce actionable objectives determined through the process are properly aligned with the mission and objectives.
2. A quantitative and qualitative analysis was conducted to provide evidence of any hot topic issues as well as to identify any unforeseen workforce issues that may impact the organization's mission and objectives through a current state analysis. A prioritization of hot topic workforce issues to address was also identified as well as the most pivotal roles needing attention. Through the qualitative analysis and scenario planning, a future outlook for the organization was determined to identify a workforce target for the organization to work toward.
3. A gap between the future workforce target and the current workforce state was determined.
4. Various strategies were identified to solve each gap.
5. Action plans for each strategy were created to include the specific actionable objectives, outcomes, supporting steps, lead measures, accountabilities, resources, timelines, deadlines and success measures.
6. Putting all the information together into a WFP document for reference and monitoring.

Each year the workforce plan should be conducted to ensure the organization's workforce is staying aligned to the mission and objectives to achieve the future outlook.

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Setting the Direction:

Defining the agency's mission, initiatives and hot topic issues is critical in determining the scope and desired outcomes of the WFP process. It also allows the WFP team to concentrate on specific hot topic issues during the analysis stage. Getting this step right provides a clear picture for the development of workforce strategies to produce desired outcomes.

Defining, evaluating and diagnosing the mission statement in relation to agency initiatives is critical because every step in the WFP process supports the agency's mission and its initiatives. To benefit from the workforce plan, an agency's initiatives must be in full alignment with the overall mission. Each step in the WFP process is designed to ensure the workforce and any investments into the workforce produce desired results in achieving the agency's initiatives and mission efficiently and effectively. If an agency's initiatives are not supporting the mission and/or the mission is unclear, the WFP process will not deliver satisfactory results over time.

Analyze:

This step is an in-depth analysis of an organization's workforce which provides a clear picture of an agency's talent, work culture and work performance now and what it could be in the future. This information evaluated in relation to the agency's overall initiatives and key performance indicators (KPIs) provides leadership with the necessary insight to make well-informed decisions about workforce strategies to meet the agency's mission now and in the future. Both a current and future analysis are used to determine needs facing the workforce.

The current analysis looks at various HR/WFP metrics to provide an overall inventory of the current workforce. This analysis is called a profile analysis. It typically includes trending headcounts, turnover rates, hire rates and employee feedback in terms of satisfaction and engagement. The evaluation of this data is then used in connection with the future analysis.

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The future analysis is conducted in three parts: a role segmentation, environmental scan and scenario planning. The **role segmentation** is an analysis of each job family or job role groupings to determine how highly aligned its functions are to the agency's mission and goals. Job roles are segmented into categories of pivotal, core, non-core and misaligned. This will be discussed in greater detail in later steps.

The **environmental scan** is an evaluation of the future work environment consisting of internal and external influencing factors on the agency's success, failure and work culture.

Scenario planning is a forward-looking evaluation used to identify changes in segmented roles and the environment to satisfy future needs. This is referred to as the ideal state. The current and future analysis are then used to start defining how the workforce will need to change to achieve the ideal state. It is the insight leadership needs to start strategic planning for the future.

Defining the Gap

The gap is the difference between the current state and the future state. Finding the gap is determining specific changes in the workforce profile that will be required in order to successfully meet agency and workforce needs both now and in the future. It is taking the scenario planning evaluation and comparing it against the current state evaluations.

Changes in the workforce profile can be related to headcount, salary, job roles, competencies, KSAs (knowledge, skills and abilities) and education as well as job tools and resources such as technology or other worker investments. Specific job roles that may change are identified as well as their associated career education, professional development and resource investments required to support those changes now and in the future. Anything affecting the workforce needs to be analyzed so the gap can be identified. This includes current and future organizational design, knowledge transfer and policy issues as well.

Finding the gap allows organizations to quantify necessary changes to make over a period of time. This allows agencies to be proactive in addressing changes, threats and risks associated with ever-changing demands on employees while ensuring overall mission success.

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Closing the Gap

This is defining the strategy necessary to affect the level of change necessary after finding the gap. Closing the gap is using all the information identified, gathered and analyzed to identify an overall workforce strategy that supports the agency's mission and goals. Several workforce strategies may be needed to address the agency's most critical gaps.

The most common strategies revolve around recruitment and employee development. However, other impactful strategies also involve leveraging retention through increasing engagement and satisfaction, providing succession planning and concentrating on knowledge transfer. Still other strategies address process, policy and workflow by optimizing organizational design, program efficiency and performance standards. In some cases, temporary or short-term strategies can be used such as outsourcing to a contingent workforce.

To make the most efficient use of these tailored strategies, organizations must ensure they support the overall mission. The WFP process helps planners keep the agency's overall goals and mission the focus of each step. Done properly, each step ensures workforce strategies and goals will ultimately support the mission.

Implement

Step five in the process is the development of a detailed action plan to address gap-closing strategies determined in step four. Strategies are useless without a plan to take action, so during this step actionable objectives must be defined.

Action plans include the overall outcome of each workforce strategy, the supporting steps to achieve the outcomes, the timeframe, and accountable parties, resources as well as a method for reporting success or failure.

The action plan identifies S.M.A.R.T goals. The gaps identified in step three become the desired outcomes. The strategies to achieve desired outcomes are simply the strategies identified in step four. The action plan details like timeframes, accountable parties and monitoring are brought together in step five.

In order to gauge whether the workforce plan has been successfully implemented, there must be measures of success. Just as important, individuals must be tasked with implementing the WFP strategies and they must be held accountable.

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Revise:

This stage is used to take the information gained from the implantation of the action plan to determine successes and the failures. This information is used to revise the existing plan and document any new issues that arise. Anything not accomplished by the action plan and any new issues can be addressed in the next WFP cycle. Since the WFP process is a cyclical and routine process, any revisions and new issues should be included in the next planning period.

The WFP process is then ready to restart. Best practices suggest performing the WFP process annually. However, any routine process is better than no process. Each organization needs to determine what the optimal routine should be. A more frequent process may be necessary for an organization that needs to be responsive to quickly changing dynamics while a less frequent process may be better for less agile and flexible organizations.

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Headcount – The total number of employees in the agency and is the most commonly reviewed workforce measure.

In relation to state agencies, headcount should include only regular full-time and regular part-time employees defined per merit rule. Temporary or contingent employee headcounts should be counted separately.

It is helpful to dissect headcounts by various demographics like gender, race, generation, service time, retirement eligibility, managers, job family and job code, etc.

Why is headcount important?

It is used as the basis of other valuable WFP metrics such as turnover and hire rates. A headcount provides a measure of current and prior employment numbers of the agency or other agency groupings. Trending headcounts provides insight into agency growth, decline and consistency.

Turnover rate – Measures the rate as a percentage at which employees leave the agency over a period of time in relation to the overall employee headcount. It is calculated by taking the total separations over a period divided by the overall headcount at the beginning of the period and then multiplying by 100.

Here is an example. 200 employees separated from the agency from July 1, 2016, through June 31, 2017. On July 1, 2016, the agency overall headcount was 800. $(200 / 800) \times 100 = 25$ percent.

Twenty-five percent represents the loss rate from the beginning of the period. In this example the agency experienced an actual employee loss of 25 percent. Note, taken alone, the turnover measure does not indicate whether the rate is good or bad. Turnover should always be evaluated in relation to the hiring rate and in relation to an industry benchmark. The reason for this will be explored later.

Why is turnover rate important?

Using the turnover rate in combination with the hiring rate and industry benchmarks provides leadership an indicator into the success of staffing initiatives, potential workforce issues and/or trends that could have an impact on the agency meeting its mission. A turnover rate that is abnormally high could be an indicator of a bad agency culture, a potential change related to the demand for services, or other political, economic, social or technical influencing factors affecting the workforce. A low turnover rate could be an indicator of a good work culture and external environment.

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Hire Rate – Measures the rate as a percentage at which employees join the agency over a period of time in relation to the overall employee headcount. It is calculated by taking the total new hires over a period divided by the overall headcount at the beginning of the period and then multiplying by 100.

Here is an example. 180 employees joined the agency from July 1, 2016, through June 31, 2017. On July 1, 2016, the agency overall headcount was 800. $(180 / 800) \times 100 = 22.5$ percent.

Twenty-two and a half percent represents the gain rate from the beginning of the period. In this example the agency experienced an actual employee gain of 22.5 percent. Note, taken alone, the hire rate does not indicate whether it is good or bad. The hire rate should always be evaluated in relation to the overall turnover rate as well as the new hire turnover rate.

Why is hire rate important?

Evaluating the hire rate in combination with turnover and industry benchmarks provides insight into the success of staffing initiatives, potential workforce issues and/or trends that could impact the agency meeting its mission. An abnormally high hiring rate in relation to turnover could indicate growth while a low hiring rate in relation to turnover could indicate staffing difficulties or a shift in reduced demand for services.

Hire to Turnover Ratio – Measures the proportion percentages of new hire rates against overall turnover rates. It indicates whether the organization experienced growth, loss or remain constant (status quo). A ratio larger than one indicates growth while a ratio smaller than one indicates loss. If the ratio is one, then the agency remained constant meaning it effectively replaced separating employees. The closer to one the ratio indicates consistency.

Here is an example using the previous turnover and hire rate examples. $(22.5 / 25) = .9$. In this case the agency experienced a loss; however, is remaining relatively consistent.

Why is hire to turnover ratio important?

It allows leadership to quickly assess whether the agency's workforce strategies are successfully aligning or not with organizational initiatives and mission.

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Internal Hire Rate – Measures the rate as a percentage at which employees were hired from within the agency over a period time in relation to the overall employee headcount. It is calculated by taking the total internal hires over a period divided by the overall headcount at the beginning of the period and then multiplying by 100.

Here is an example. 10 employees were hired through the agency's internal process from July 1, 2016, through June 31, 2017. On July 1, 2016, the agency overall headcount was 800. $(10 / 800) \times 100 = 1.25$ percent.

One and a quarter percent represents the rate of internal recruitment from the beginning of the period. In this example, the agency experienced an actual internal hiring rate of 1.25 percent. Note, taken alone, the hire rate does not indicate whether it is good or bad. The hire rate should always be evaluated in relation to the new hire rate and internal hire turnover rate.

Why is internal hire rate important?

It provides insight into how well an organization is able to hire internally versus external recruitment initiatives. It can be an indicator of the internal talent pool. An internal hiring rate higher than external hiring could indicate a work culture of developing quality talent pools for progression. Conversely, a low rate could indicate a culture of stagnation. A low rate could also indicate a high change culture (typical in an industry having rapid change, e.g., computing technology).

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Promotion Rate – Measures the rate as a percentage at which employees were promoted from within the agency over a period time in relation to the overall employee headcount. It is calculated by taking the total promotions (career progressions) over a period divided by the overall headcount at the beginning of the period and then multiplying by 100.

Here is an example. 40 employees were promoted (career progression) within the agency from July 1, 2016, through June 31, 2017. On July 1, 2016, the agency overall headcount was 800. $(40 / 800) \times 100 = 5$ percent.

Five percent represents the rate of internal recruitment from the beginning of the period. In this example, the agency experienced an actual promotion (progression) rate of 5 percent. Note, taken alone, the promotion rate does not indicate whether it is good or bad. The promotion rate should always be evaluated in relation to a benchmark as well as internal hire rate, overall hire rate and turnover rates.

Why is promotion rate important?

It provides insight into how well an organization is promoting talent potentially indicating a culture of succession planning or an indicator of issues related to high turnover. It tells leadership how well the organization is promoting talent versus external recruitment initiatives. It can be an indicator of advancement opportunities and succession planning initiatives. A promotion rate higher than the hiring rate could indicate a work culture of preparing employees for progression or an indicator of leadership turnover. Conversely, a low rate could indicate high retention resulting in bottleneck for career progression. A low rate could also indicate a high change culture (typical in an industry having rapid change, e.g., computing technology).

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Retirement Eligibility Ratio – Measures the relationship between the number of employees retirement eligible to the overall employee headcount at the end of a time period. It is calculated by taking the total headcount of retirement eligible employees at the end of a time period divided by the overall headcount at the end of the same period and then multiplying by 100.

Here is an example. 150 employees are retirement eligible as of June 31, 2017. On June 31, 2017, the agency overall headcount was 800. $(150 / 800) \times 100 = 18.75$ percent.

Eighteen and three quarters percent represents the percentage of employees retirement eligible at the end of the period. In this example, the agency has 18.75 percent of its workforce eligible to retire. Note, taken alone, the does not indicate whether the rate is good or bad. Eligibility should always be evaluated in relation to an industry benchmark as well in relation to the retirement turnover rate.

Why is the retirement eligibility ratio important?

This ratio provides valuable insight for effective succession strategies related to recruitment needs, promotion and internal hiring opportunities as well as employee development. A high ratio indicates little delay between eligibility and actual retirement, which may indicate a need for more immediate succession and recruitment strategies. A low ratio indicates a longer delay between eligibility and actual retirement, which may indicate a need for a longer-term succession strategy.

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Management to Frontline Employee Ratio (Span of Control) – This measure indicates the relationship between the number of managers/supervisors and the number of non-managerial/non-supervisory employees. This is calculated by taking the headcount of supervisors at a point in time and dividing by the headcount of non-supervisors at the same point in time.

Here is an example. 200 employees are supervisors as of June 31, 2017. On June 31, 2017, the agency non-supervisory headcount was 600. $(200 / 600) = 1 / 3$ or 1:3 ratio. In this example there is one supervisor for every three non-supervisory employees. A ratio closer to 1:1 can be seen as a bad practice; however, ratios of 1:20 could be a bad practice as well. These ratios should be compared against industry benchmarks if available. In general, a 1:8 to 1:12 ratio would be a good ratio; however, there is no general standard because there are too many variables related to the type of work, industry, etc. to draw a general conclusion about management to frontline employee ratio.

Why is the management to frontline ratio important?

This ratio illustrates average management span of control. Too high of a ratio (e.g., 1:20) may indicate overloaded supervisors and more career progression bottlenecks. A ratio close to 1:1 may indicate too many supervisors, ineffective management and/or an organizational structure with too many levels.

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Employee Satisfaction – An overall summary of employee satisfaction with their jobs, supervisors/leaders, workgroups and the agency.

How is this information obtained?

This information is obtained through climate/engagement surveys. HCM provides a free survey service, employee-related surveys, providing surveys throughout the employment lifecycle to include: recruitment, on-boarding, climate and exit. For more information contact OMES-HCM Strategic Workforce Services (HCM-SWS).

Why is the employee satisfaction information important?

Overall employee satisfaction provides perceptions about the work culture. This can be an indicator of employee commitment, engagement and motivation. Low satisfaction rating can indicate needed improvement in work culture. Conversely, high satisfaction can indicate a healthy work environment.

Employee Engagement – An overall summary of how engaged employees are with their job role, team members, supervisors and the agency.

How is this information obtained?

This information is obtained through climate/engagement surveys. It covers employee perceptions of their job and the organization's culture. HCM provides a free survey service, employee-related surveys, providing surveys throughout the employment lifecycle to include recruitment, on-boarding, climate and exit. For more information contact OMES-HCM Strategic Workforce Services (HCM-SWS).

Why is employee engagement important?

Employee engagement can indicate the level of commitment the workforce has to the organization and can affect overall productivity and performance. High engagement may be an indicator of a high-performance organization, while low engagement may indicate a work culture that is not motivating the workforce to actively achieve their full potential at work.

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During the environmental scan discussion, it is good practice to think in terms of issues using the following questions. While discussing the questions keep in mind how the question may impact the demand place on the workforce as well as potentially whether the workforce will need to increase or decrease in size to meet challenges or take advantage of opportunities. Use the questions below to frame the environmental scan discussion.

Influencing Factor	Questions to Consider
Mission Strategy	<p>What is the agency's current mission strategy?</p> <p>What executive level support is there for the agency's strategy?</p> <p>What are the agency's public communications about its strategy?</p>
Strategic Initiatives	<p>What are the agency's current strategic initiatives?</p> <p>What are the implications of the initiatives on talent and staffing?</p> <p>How have these initiatives been communicated to the entire agency?</p>
Funding	<p>What are the agency's available funding sources?</p> <p>What is the future outlook for agency funding?</p>
Resources	<p>What resources are critical in supporting the strategic initiatives?</p> <p>How are additional resources allocated?</p> <p>What specific technology resources support the agency's initiatives and strategy?</p>
Assets	<p>What assets are critical to support the agency's strategic initiatives?</p> <p>What specific technology assets support the agency's initiatives and strategy?</p>

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Influencing Factor	Questions to Consider
Regulatory	What are the governmental relationships and their requirements?
Demographics	What are the state's population and demographic trends?
Economy	What is the economic forecast?
Cultural Issues	What cultural issues affect operations and access to workforce talent?
Competition	Who are the competitors for talent and where are they recruiting?
Physical Environment	What environmental and climatic factors impact operations?
Education	What is the level of education of the population?
Experience	What type of work experience makes up population?
Health	What is the level wellbeing of the Population?
Infrastructure	What changes in technology, transportation, communications, etc. impact operations?
Public Needs	What are the public needs or demands impacting agency's mission?

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While discussing the questions, keep in mind how they may impact the workforce supply both internally and externally. If there need to increase or decrease the workforce size to meet challenges, how might the labor supply impact how the organization can address challenges or take advantage of opportunities? Use the questions below to frame the environmental scan discussion around the labor supply.

Influencing Factor	Questions to Consider
Labor Supply	<p>What is the internal labor supply?</p> <p>What are the agency's critical skill and competency needs?</p> <p>What are the agency's critical geographical locations?</p>
Service Time	<p>What concerns/issues related to current staff service time exists?</p> <p>What is the turnover of employees with less than 3 years of service time?</p> <p>What concerns/issues are there related to retirement eligibility?</p> <p>What concerns/issues are there related to retirement eligibility within 5 years?</p>
Engagement Levels	<p>What concerns/issues are there related to employee engagement?</p> <p>What are the employee engagement trends of your agency?</p>
Turnover	<p>What concerns/issues are there related to the agency's turnover?</p> <p>What critical and core roles have the most/least turnover?</p>
Supply Sources	<p>How much of the internal talent is available for progression, transfer or development?</p> <p>How does the agency determine talent readiness for progression or development and how long does it take?</p>

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Appendix D: Environmental Scan

Influencing Factor	Questions to Consider
External Labor	How large, qualified and trainable is the external labor force?
Recruitment Brand	What does external talent pool think of the agency? What does the agency need to do to develop/establish its image?
Competition	What organizations or new market entrants can serve as a talent pool?
Trade Schools	What trade school programs, relationships or networks support academia related to critical and core agency roles?
Contingent Staffing	What contingency/outsourced staffing options are available?

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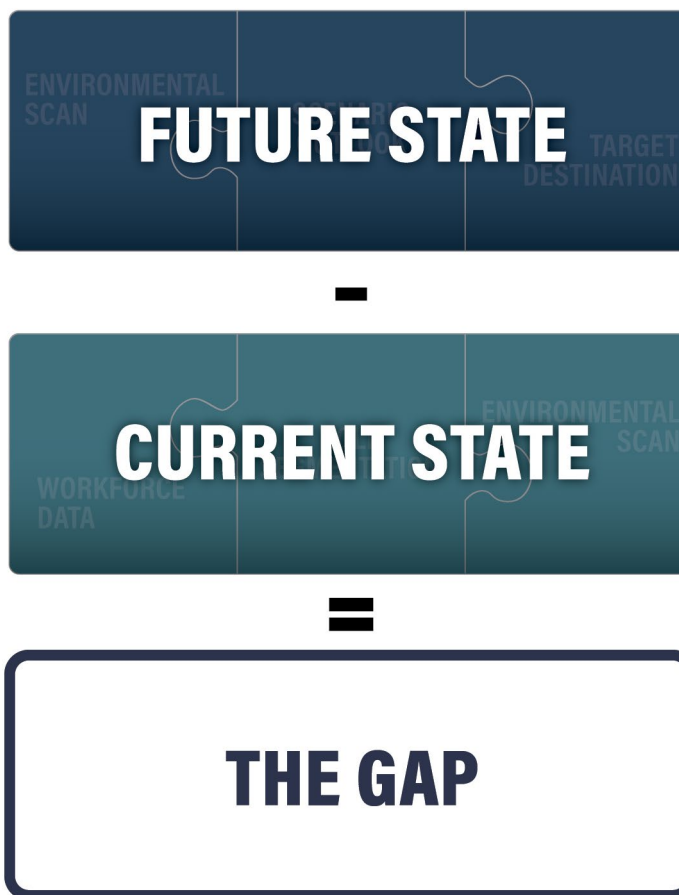
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Appendix E: Defining the Gap



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